



# City Council 2023 Goal Setting Retreat

Noyo Harbor Inn, 3/1/23

# Objectives for Today

- I. Identify 4-6 strategic goal areas shared by City Councilmembers
- II. Identify and prioritize implementation ideas for each strategic goal area
- III. Provide direction for the City Manager and budgeting process

# Agenda

- I. Welcome / Ice breaker
- II. Overview & City Council context
- III. Survey results
- IV. Develop a Vision for the City
- V. Review Progress on 2019 Goals
- VI. *Break*
- VII. Define Priorities and Goals
- VIII. Legislative Direction for the City Manager
- IX. Next steps / Adjourn

# Council-Manager Form of Government

- Council-manager government combines the strong political leadership of elected officials with the strong managerial experience of an appointed manager.
- Power and authority rests with Elected Council.
- Elected Council represents the community and develops a long-range vision for its future.
- Council focuses on community goals, major projects, community growth, land use development, capital improvements, financing and strategic planning.
- Policy resides with elected officials and day-to-day operations reside with the manager.
- Manager carries out the policies established by Elected Council.

# Vision for Fort Bragg, 2040

- What does Fort Bragg look like in 2040?
- What are the headlines?
- What is the place known for?
- What's it like to live here?
- What industries are thriving here?
- How successful has our climate action plan been?
- What cultural activities are present?
- How are City operations and finances?

# 2019 Strategic Goal Areas & Progress Update



# PRIORITY AREA 1 – JOBS AND INDUSTRY

*Progress since 2019*

## **Goal 1 – Become more business and customer service friendly**

- City waived General Plan Maintenance Fee 2019 - 2022
- General Plan Maintenance Fee Study completed, winter 2023
- Waiver of sewer and water capacity fees in the CBD Nov. 2021
- Currently undertaking a Nexus study to evaluate all capacity fees. Consultant hired November, 2022. Completion date – July, 2023
- Finance completes an in-depth review on all City fees every 3 years
- Active and on-going marketing campaigns and events managed by Visit Fort Bragg
- Contract for ongoing marketing services by The Idea Cooperative funded through 1% TOT
- Temporary waiver of parking in-lieu fees in the CBD since 2012
- CBD Parking Study to begin in Spring, 2023
- Overcome local internet barriers through the initial Broadband feasibility study in 2021
- Broadband Infrastructure Network Design and Engineering contract to be awarded within a couple of months
- Pre-COVID, City did comprehensive outreach and economic development workshop for CBD

# PRIORITY AREA 1 – JOBS AND INDUSTRY

*Progress since 2019*

## **Goal 2 - Partner with educational institutions**

- Cultural and Educational Ad Hoc Committee has begun discussions with School District to cooperate on developing Pomo historical programs at local schools
- Discussions with Mendocino College to provide technical classes to support local businesses

## **Goal 3 – Foster and help sustain local businesses**

- Provided low-interest business loans via *Business Assistance Loan Program* grant
- Coastal Commission grant of \$895,000 for Noyo Harbor *Blue Economy* visioning and implementation plan.



# PRIORITY AREA 2 – QUALITY OF LIFE

*Progress since 2019*

## **Goal 1 – Beautification of streets and sidewalks**

- Adopt a Street (and Adopt a Park) program relaunched and advertised April 2021
- Otis Johnson Park was officially adopted by Conservation Works – March 2021 by Conservation Works

## **Goal 2 – Assist with façade improvements for businesses**

- Mural on building façade of Forrester building
- See Attachment for other murals on business facades in CBD

## **Goal 3 – Pursue partnerships to maintain open space**

- Several small community groups assist with Coastal Trail maintenance.
- Public Works currently pursuing an environmental group to steward the open space at the Summers Lane reservoir project.

# PRIORITY AREA 2 – QUALITY OF LIFE

*Progress since 2019*

## **Goal 4- Maintain a fully staffed Police force**

- Police Department was fully staffed for a few months in 2022. Chief and City Manager now developing a more robust employee retention plan
- Relocated Code Enforcement to Police Department.
- Added a 2<sup>nd</sup> Code Enforcement officer to proactively enforce municipal codes.
- Purchase of 4 Electric Trucks via US Depart of Ag's Community Facility Grant Program
- Future trainings scheduled for community policing, de-escalation, and principled policing.
- Police Chief and City Manager to attend training on successful working partnership in May
- Active participation of Police Department in National Night Out
- Entire Police Department assembled and delivered new furniture for 25 Plateau units
- Mendocino County Dept of Social Services contract to operate Extreme Winter Shelter

# PRIORITY AREA 3 – HOUSING

*Progress since 2019*

## **Goal 1 – 200 units of housing in the next 5 years**

- Provided grants and City support to build DANCO “Plateau” 68 dwelling units
- Conceptual/final design, construction drawings for pre-approved Accessory Dwelling Unit Program
- City ordinance for tiny homes
- Funding Availability for the Permanent Local Housing Allocation (PLHA) Formula Component Grant
- City facilitated federal earmark funds of \$820,000 for Housing Mendocino Coast.

# PRIORITY AREA 3 – HOUSING

*Progress since 2019*

## **Goal 2 – Pursue Community Land Trust/JPA/Housing Authority**

- Created 501(c)3 – Housing Mendocino Coast to promote affordable housing
- Created structure for Housing Mendocino Coast, including Board of Directors which has regular meetings
- Transferred 1<sup>st</sup> affordable housing unit to Housing Mendocino Coast

## **Goal 3 – Streamline permitting process and pursue creative approaches to fees**

- Implemented Springbrook program to process building permits.
- Waiver of sewer and water capacity fees
- Approved Temporary Waiver of the Parking In-Lieu Fee for Changes of Use in CBD

# PRIORITY AREA 4 – INFRASTRUCTURE

*Progress since 2019*

## **Goal 1 – Develop water security**

- Small desalinization project for Noyo River approved in June 2021
- Public Works received grant of \$1.49 million for Oneka Wave-Powered Sustainable Desalination
- Purchase of Summers Lane for reservoirs will be completed by Spring 2023
- Water Treatment Plant overhaul – design and funding of \$11 million secured, includes refurbishment of water storage tanks
- See Capital Improvement Budget for more projects

## **Goal 2 – Renewable Energy**

- Purchase a Public Works electric vehicle through US Dept. of Ag grant
- See CIP attachment for all ongoing projects

*Break*

# Strategic Goal Areas, 2023

- I. Jobs/Industry
- II. Housing
- III. Infrastructure
- IV. Quality of Life

*Do we need to add to / modify this list?*

# Implementation Ideas

- *What can we do in the next 3-5 years to move you toward your 2040 Vision?*
- *What can you do, or begin to do, by 2024 in each of these Strategic Goal Areas?*



# Next Steps

- I. HPC to compile notes from today's session, deliver to the City Manager
  
- II. The Council's strategic goals will guide the City Manager and City staff in the budgeting process and Departmental operational plans
  
- III. The City Manager will track progress and report to Council at least quarterly

# Wrap Up

- Did we achieve our objectives for the day?
  - I. *Identify 4-6 strategic goal areas shared by City Councilmembers*
  - II. *Identify and prioritize implementation ideas for each strategic goal area*
  - III. *Provide direction for the City Manager and budgeting process*
- Please provide a one-word summary of this session for you

Thank you for your participation  
and for your dedication to public service!

